



A leading U.S. vaccine manufacturer Passionate about product

Case Study
Life Sciences

Working side by side to save many more lives

Company Name: A leading U.S. vaccine manufacturer

Location: North America

Sector: Life Sciences

Business Challenges: To raise performance across the board

Consulting Services: Asset Management and Organizational Effectiveness

Sub-Capabilities: Manufacturing Excellence

Client Quote: "I rate the project an absolute success. My expectations were exceeded halfway through. Our primary goal was to save more lives by increasing the supply of this vaccine. We've done that."
Managing Director

Situation

A leading US vaccine manufacturer, with help from Celerant Consulting, achieved its goal of saving more infant lives by changing the organizational culture and embedding the capability for continuous improvement.

Since the introduction of one vaccine, the US Centers for Disease Control has reported a major drop in the targeted amount of disease in children under two years of age. This vaccine makes a difference. And senior management at the manufacturer was determined to expand production volumes, to save even more lives.

People throughout the organization were passionate about what the company produced, and about protecting young children from disease. So ensuring an ever-reliable supply of the vaccine was a top priority.

Approach & Delivery

Each workstream comprised members of shopfloor staff, both hourly and salaried, guided and supported by Celerant consultants.

The manufacturing excellence workstream succeeded in training nearly 150 shop floor personnel on a range of Lean Manufacturing techniques to suit the company, its very complex product and its strategy.

The new performance metrics played a key role in establishing stronger links between the

organizational strategy and the shop floor. Celerant's proprietary Management, Control, and Reporting System (MCRS[®]) ensured that staff at every level made continuous self correcting adjustments. It also linked the behaviours of employees on the shopfloor to the company's goals and values. By installing new or revised systems for detail planning, performance review, cross-functional collaboration and holding people accountable, the workstreams were able to ensure that key behaviours would be constantly reinforced.

The company was able to make more of people's performance potential, thanks to its upgraded capabilities for skills assessment and skills training.

Results

- 50% increase in production runs per week
- \$100 million increase in sales volume potential
- Over 30% reduction in average changeover time
- 30% reduction of non-compliance incidents
- 17% reduction of in-process waste
- 12% reduction of average batch fill time

Client Satisfaction

"Celerant didn't just come selling the latest tools. The project was fact based. Together we made a plan based on what we saw, not what Celerant had," said Managing Director.